

TAB

SUMMARY OF RECOMMENDATIONS

I. Structure

A. D/CO Staff

Establish the D/CO Staff by combining the existing Plans Staff and Executive Assistant.

B. Line Organization Structure

Organize Operations and Engineering into [ ]  
[ ] Systems Integration.

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C. [ ] Networks

(1) Establish the Current Operations Division (COD), consisting of the Area Desks and the Special Branch, from existing elements of OC-O/SOD/COB, OSU and ORS. Locate COD at Headquarters as soon as possible.

(2) Rename the Support Branch as the Operations Support Staff.

(3) Establish the Plans and Studies Staff from existing personnel within OC-O/SOD and the transfer of one operations officer from Engineering.

(4) Establish the Technical Support Division by transferring the Central Repair Branch and the Technical Support Branch of OC-E/ESD.

(5) Establish the Engineering Support Division by transferring all of the OC-E/SED/FAB/Field Support Section except Drafting and Reproduction, one technician and two engineering slots from the SKYLINK Section and one engineering slot from the Equipment Section. Prior to doing so, transfer four engineering slots from the Field Support Section to the Equipment Section in exchange for four technician slots. Transfer the Chief, OC-E/ESD slot as Chief of FN/ESD.

D. [ ] Networks

(1) Assign responsibility for all secure, unclassified and mobile voice communications operations, planning and training to the Voice Communications Division. Establish an objective of assigning

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technicians and maintenance responsibility to VCD and creating a self-sufficient voice communications operating component. Transfer one slot from the Operations Branch [ ] and one slot from OC-CS, and upgrade the Chief, VCD's slot to GS-14.

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(2) Establish the Information Handling Staff. Transfer one slot from the Plans Branch of SOD and one from within [ ]

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E. Systems Integration Group

(1) Establish the Systems Design Division from existing elements of OC-E and the transfer of two slots from the Plans Branch of SOD.

(2) Establish five systems engineering divisions, from existing elements of OC-E, responsible for the following areas:

Voice and Wideband Transmission Systems  
Computer and Terminal Systems  
Satellite and HF Transmission Systems  
Tech Control and Crypto Systems  
Data Transmission and Teleprocessing Systems

(3) Establish the Systems Services Division consisting of Drafting and Reproduction, the Commo Library and the Data Services Branch.

(4) Establish the Data Services Branch by transferring two staff and one contract slot from OC-O/OSU. Assign one ODP programmer to the branch with an objective of establishing one or two slots for programmers.

(5) Consolidate the management of the communications systems programmers in the Computer and Terminal Systems Engineering Division by transferring slots from [ ]

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F. Communications Security Division

Rename OC-CS as the Communications Security Division.

G. Personnel Management Division

(1) Rename the Career Management Division as the

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Personnel Management Division, with the structure otherwise the same including [ ]

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(2) Assign career management responsibility for all career panels except Panel W and Panel O above GS-14 to PMD. Designate the present panel chiefs as "Career Discipline Advisors" and assign to them the responsibilities for formulating and recommending policy on skills and training requirements, for the substantive interviewing of recruits, and for informal technical counseling of and advocacy for members of their career discipline. Designate the chiefs of [ ] Networks and Systems Integration as CDA's for Panels T, C and N respectively.

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#### H. Support Services Division

(1) Establish the Support Services Division (SSD) consisting of the Personnel and Finance Branches, the Information Control Staff and the Material Support Branch. Rename ICS and MSB as the Information Control Branch and Logistics Branch respectively.

#### I. [ ]

Retain [ ] reporting directly to the D/CO.

#### J. Area Headquarters

Maintain the Area Headquarters staffs, but continue to study the desirability of transferring some of the Area technicians to Headquarters. If this is done, assign them to the Engineering Support Division [ ]

### II. Process

#### A. Executive Board

Combine the Ceiling Board and the Career Sub-Group Board with the Executive Board.

#### B. Communications Advisory Board

Eliminate the Equipment Board, and replace it with the Communications Advisory Board chaired by the DD/CO. Transfer the decision making functions of the Equipment Board to the Executive Board.

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C. Project Review Committee

Establish the Project Review Committee.

D. Operations Review Committee

Establish the Operations Review Committee.

E. Process and Procedures

Establish a policy goal of formalizing the key work and decision making processes in OC, and of increasing the documentation and precision of work.

F. Planning and Project Management

Prepare procedures for long range and system planning, and for project management.

G. Management Handbook

Establish an Office management handbook to document procedures used to coordinate and manage key activities.

III. Other Recommendations

A. Customer Relations

(1) Assign the responsibility for coordinating policy and monitoring relationships with customers and other organizations to the D/CO Staff. Ensure quality OC representation activities through careful assignments to such roles and the establishment of an orientation briefing for liaison.

(2) Assign the responsibility for continuing liaison with customers representing qualitatively new or long range requirements to the Systems Design Division.

(3) Assign the responsibility for liaison with customers and organizations representing current activities to the Network group with the predominant interest.

(4) Assign representatives to other components and organizations where appropriate, such as the Intelligence Community Staff.

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B. Personnel Management

- (1) Establish a policy of emphasizing technical knowledge and of encouraging specialization.
- (2) Recharacterize all OC jobs to identify skills and training needs.
- (3) Using the results of the job recharacterization, undertake a major study to examine the feasibility of altering the existing panel structure and basing advancement on a hierarchy of increasing skills and knowledge/specialization.
- (4) Establish as soon as possible training programs for supervisors and managers emphasizing interpersonal relations and communications.

C. Information Handling

- (1) Emphasize OC's mission and responsibility to provide comprehensive information handling services beyond a strict "carrier" role.
- (2) Provide training and encourage expertise in advanced telecommunications systems and concepts.

D. DDS&T

- (1) Continue to assign OC personnel to DDS&T for management, system development and operational support to DDS&T projects and offices. Propose assigning two OC officers to the DDS&T staff to perform in a liaison and advisory capacity.
- (2) Provide continuing support to the OC elements in DDS&T by maintaining close contact and institutionalizing the knowledge created by the DDS&T OC elements.
- (3) Prepare support agreements for new projects with appropriate DDS&T projects and offices. The agreements will describe the support to be provided by the DDS&T OC element, establish an informal reporting relationship between the DDS&T OC element and OC on technical matters, and confirm OC's continuing support to the DDS&T OC elements.
- (4) Ascertain skill requirements for DDS&T positions and establish training programs to prepare assignees for such positions.

#### E. Quality Assurance

Establish an integrated quality assurance program to enhance evaluation of the overall network effectiveness and to ensure that quality assurance is appropriately emphasized in training for all OC employees.

#### IV. Recommendations in Issue Papers

This summary covers the spectrum of recommendations of the Reorganization Task Force. These are largely based on the detailed recommendations made in each of the issue papers, but for brevity, not all have been presented in the summary. Nonetheless, many of those not presented are of equal importance, and should also be implemented. The individuals who may be assigned responsibility for implementation should refer to the appropriate issue papers.

The majority of the recommendations address concrete structural and procedural matters. However, it should be noted that the more intangible personnel, policy and attitudinal recommendations are equally important.